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13 November, 1947

Reference Center T/O

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1. Our organizational survey substantiated [redacted] statement that the T/O submitted by him was premised on minimum needs. In all cases, staff had not been requested to handle total anticipated workload. No provision had been made in the T/O for new or expanded activities.

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2. The survey team recommendations in which [redacted] concurs are incorporated in the attached T/O. (Attachment "A"). Those positions preceded by an asterisk should not be filled until the need is justified by additional workload or additional duties.

3. A chart (Attachment "B") explains the major adjustments recommended to make adequate provision in the T/O for new or expanded activities.

4. In view of the newness of this organization and the united opposition of the division chiefs, it did not appear wise to recommend total consolidation of machine operations. However, a considerable degree of consolidation and coordination will be achieved by the recommended reorganization of the Central Index Division. A suggested statement of functions for this Division is appended. (Attachment "C"). The Chief of Central Index will coordinate and direct all machine operations. The machine personnel organizationally charged to the separate registers will be under the administrative direction of the machine room supervisors of the Central Index Division. When all registers are fully activated, this operation should be again examined to determine the feasibility of organizationally separating machine personnel from the registers.

5. Several adjustments were recommended in grade levels to reflect comparability between registers, to provide for utilization of lower grade professional personnel, and to permit orderly progression.

6. A personnel ceiling of [redacted] for third quarter, Fiscal Year, 1948, is recommended. If operations are substantially underway and sufficient machines are obtained, this ceiling should be considerably increased for fourth quarter, 1948.

7. The attached T/O is designed to bring all registers into full operation. When the bulk of outstanding materials have been incorporated into the registers and trained personnel are on the job, it may be possible to cut down the number of T/O positions.

8. A substantial saving in personnel could be achieved if Reference Center register activity was confined exclusively to punch card recording. The establishment of files and the extracting and annotating of reports for file purposes which occurs in FIR, BIR and CCR are time-consuming and require the services of many professional employees.

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